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SUTTER COUNTY SYSTEM IMPROVEMENT PLAN UPDATE

06/4/2011 – 06/04/2012



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WELFARE & SOCIAL SERVICES DIVISION

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8-23-12
Rec'd + logged
BMR

August 14, 2012

Dear Ms. Borba,

Please find enclosed the final revised System Improvement Plan 2012 Update subsequent to program staff discussions with both you and Mr. Donald Henderson. Thank you for your technical assistance on this SIP Update.

If you have further questions or concerns please feel free to contact me.

Sincerely,

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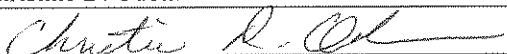
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California's Child and Family Services Review System Improvement Plan

County:	Sutter
Responsible Connty Child Welfare Agency:	Sutter County Department of Human Services
Period of Plan:	6/4/11-6/3/12
Period of Outcome Data:	Quarter ending – January 2012 (Q3 2011)
Date Submitted:	June 6, 2012 (Final with revisions submitted August 14, 2012)
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Submitted by:	Asst. Director Human Services – Director of Welfare and Social Services
Name:	Lori Harrah
Signature:	
Submitted by:	
Name:	Christine D. Odom
Signature:	

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I. SIP NARRATIVE

We are pleased with the progress that has been made during this review period, which includes the implementation of a number of specific strategies identified in the System Improvement Plan (SIP) submitted June 6, 2011, despite the challenge of reduced staffing during this time. While it cannot be definitively concluded that the implementation of the strategies outlined in the SIP matrix are solely responsible for the progress made, it appears that the efforts described in our SIP are contributing to positive movement. One year into the current plan, we are engaging families earlier in their interaction with our systems and promoting solution focused planning with families applying the Signs of Safety practice model. We are encouraged by this early progress and attribute the positive change to a multi-pronged approach to addressing the outcomes targeted in our SIP. Sutter County continues to monitor all performance measures, not just those specified as areas of concentration in the SIP, and continues to make positive progress towards implementing the SIP goals.

The implementation of the Signs of Safety (SoS) practice model shows great promise with regards to Measures C1.3, as the model's emphasis on family engagement and agreements regarding what constitute safety issues creates greater opportunities for timely reunification. Safety planning at case closure is also more effective through SoS, which is a factor that we believe is contributing to reduced re-entry rates (which is addressed in C1.4). Sutter County is continuing to research methods towards implementing data collection mechanisms for critical analysis of all child welfare issues (specifically, C3.1) – this project is still in its infancy. While implementing strategic changes without any additional funding to enhance services, we remain diligent in monitoring not only outcome measure data, but also maintain a caseload level view to ensure these changes are positively impacting the families we serve in a visible, tangible way. We also remain watchful of how the challenged state budget impacts the availability of local services and the subsequent impact to families, while at the same time working towards successful implementation of the many changes associated with implementing extended foster care for Non Minor Dependents (AB12).

It has been a successful and challenging year. Sutter County Human Services and Sutter County Probation remain committed to continuous quality improvement as articulated in the following June 2011 to June 2012 System Improvement Plan Update.

SIP PLAN COMPONENTS: DATA REVIEW

Summary

Reunification Within 12 Months Measure C1.3

The data from the January 2012 quarterly report (Q311) indicates that Sutter County is performing well at 54.3 % which is above the National Standard of 48.4%. Sutter County has consistently met or exceeded the national standard, and has been in compliance with the measure during the past five quarters. Sutter County's success is linked to the fact that we are working to fully implement the Signs of Safety practice model, which has been demonstrated in other jurisdictions to bolster reunification efforts. Signs of Safety has also been demonstrated to reduce foster care entry rates by strengthening families ability to mitigate risk factors thereby successfully preventing entry into foster care. Consequently, this fact could lead to a situation in which this measure becomes skewed by lower numbers of children entering foster care representing the most difficult cases. Sutter County will continue to monitor this measure to determine if a reduction in caseloads does occur, and if a negative effect (with regards to statistical mean) occurs relative to reunification efforts.

C1.3

Reunification Within 12 Months

Standard

≥ 48.4%

Quarter	Performance	Number of cases above/below compliance threshold	Direction From Previous Quarter	National Standard Compliance
Q311 (04/01/10 – 09/30/10)	54.3% (25/46)	+3	↓	YES
Q211 (01/01/10 – 06/30/10)	58.6% (17/29)	+3	↑	YES
Q111 (10/01/09 – 03/31/10)	55.6% (15/27)	+2	↑	YES

This data describes an entry cohort measure. Entry cohort measures include children that enter foster care during the same time frame. Because of the timelines involved with collecting entry cohort data, it is not currently possible to determine whether activities from the current SIP are having an effect on performance – data that will indicate performance on the current SIP outcomes for this measure will not be available until April of 2013. It should be noted that this measure is reported by UC Berkeley in “rolling quarters,” which means that there is some data overlap from

quarter to quarter. To interpret for annual data, consider that Q410 represents outcomes for all children entering foster care for the first time in calendar year 2009.

Re-entry Following Reunification Measure C1.4

The most recent data from the January 2012 quarterly report (Q311) indicates that Sutter County is at 16.1% which is above the National Standard of 9.9%; because this is a measure in which lower numbers indicate positive performance, Sutter County is not yet in compliance with this measure but performance is moving in the right direction. Given the county's smaller population relative to other counties in the state, there is significant impact to the performance percentage with small changes. Concentrated efforts are being made to continue to improve performance in this outcome area including earlier family engagement, closer monitoring of families using their own natural support systems, and collaboration with community service providers. These strategies are also described in the matrix section that follows.

C1.4

Re-entry Following Reunification

Standard ≤ 9.9%

Quarter	Performance	Number of children above/below compliance threshold*	Direction From Previous Quarter (note: <i>down arrow indicates positive performance</i>)	National Standard Compliance
Q311 (10/01/09 – 09/30/10)	16.1% (10/62)	-4	↓	NO
Q211 (07/01/09 – 06/30/10)	26.7% (12/45)	-8	↑	NO
Q111 (04/01/09 – 03/31/10)	26.3% (10/38)	-7	↑	NO

*Note the impact that one family with four (4) children, for example, has on compliance with this measure. The trend toward decreasing performance percentages demonstrates improvement in this measure during this period of this update review.

This is a quasi-entry cohort measure, as each cohort is comprised of children who “enter” the status of successful reunification at the same time. Because of the timelines involved with collecting entry cohort data, it is not currently possible to determine whether activities from the current SIP are having an effect on performance

– data that will indicate performance on the current SIP outcomes for this measure will not be available until October of 2013.

It should be noted that this measure is reported by UC Berkeley in “rolling quarters,” which means that there is some data overlap from quarter to quarter. This is a quasi-entry cohort measure (in that it measures children in an “entry” cohort who exited foster care at the same time).

Sutter County is working on multiple strategies to address this measure, including the implementation of the Signs of Safety protocols, Peer Partners, Wraparound Services, and “icebreaker” meetings. All of these strategies are currently in various phases of implementation.

Exits to Permanency
Measure C3.1:

The most recent data from the January 2012 quarterly report (Q311) indicates that Sutter County is at 37.9% which is above the National Standard of 29.1%. Sutter County is currently in compliance with this measure, and has been in compliance for seven out of the eight prior quarters.

C3.1

Exits To Permanency (24 Months in Care)

Standard ≥29.1%

Quarter	Performance	Number of cases above/below compliance threshold	Direction From Previous Quarter	National Standard Compliance
Q311	37.9% (11/29)	+3	↑	YES
Q211	31.0% (9/29)	+1	↓	YES
Q111	40.6% (13/32)	+4	↓	YES

Measure C3.1 is not an entry cohort measure; however, data collection for this measure is dependent to some extent on entry dates (the cohort is made up of children from multiple entry cohorts, though). The lack of a specific entry cohort for this measure necessitates a different metric to assess for successful interventions over time.

It should be noted that this measure is reported by UC Berkeley in “rolling quarters,” which means that there is some data overlap from quarter to quarter. This is an exit cohort measure, which considers outcomes (specifically, an exit to permanency) that occur within one year regarding children who are in foster care for 24 months or longer on the first day of the respective quarter.

Sutter County is continuing to work towards improving outcomes on this measure through sustained efforts to locate appropriate, long-term relative caregivers, including family finding, working more closely with CDSS Adoptions Bureau, and meeting with family to identify additional extended family members that may not have been previously identified. This has been a focus of attention over the past year and appears to have had a favorable impact on Measure C3.1 as we have noted improvement in this area.

Sutter County Projects

A number of county-operated and partnership projects have been implemented or are currently in development to target community needs and positively impact the goals outlined in our System Improvement Plan.

<u>Project</u>	<u>Status</u>
Collaborative Efforts with the Juvenile Court	Monthly meetings occur between Human Services leadership, Welfare & Social Services, Mental Health, Probation, and the Juvenile Court Judge to promote strong communication and address high level operational or systemic issues that arise. Implemented – ongoing.
School Readiness	The CPS School Readiness program is an extension of an existing program that has coordinators at Sutter County school sites as part of the Sutter County Children & Families Commission School Readiness Initiative. The Coordinators provide a variety of programs and services which help families to enhance their children's readiness to learn. The CPS School Readiness Program site is located at the CPS office. Implemented – ongoing
Peer Empowerment Providers	Sutter County utilizes a Peer Mentor/Parent Partner to help families navigate systems and engage them in services. We believe this connection to a peer has encourages parents willingness to cooperate and ultimately leads to more timely reunification. Implemented – ongoing
Mediation	Sutter County utilizes a mediated court process that facilitates communication between families and CPS prior to, and throughout, Juvenile Court cases to promote engagement and effective communication of common goals. The mediation program continues to be utilized and has become an effective component of the CPS agency's engagement strategy, particularly in times of acute conflict when families are in stress. Implemented – ongoing

SutterLinks (Linkages)	<p>The CalWORKs/Child Welfare Partnership Project, also known as Linkages, was launched in November 2000 in California to develop a coordinated services approach between Child Welfare Services and CalWORKS (TANF) services to better serve families and improve outcomes. The Sutter County Linkages program continues despite the end of the Federal grant, and strives to eliminate duplication of services by ensuring that families receive well coordinated services.</p> <p>Implemented – Ongoing.</p>
Wraparound	<p>Wraparound services are intended to surround multi-problem children and families with customized, strengths-based services that are individualized to the families needs. The "wraparound" approach is more a process than a service. Children who are dependents or wards and who are at risk of institutionalized care or group home placement may qualify for wraparound services.</p> <p>Wraparound is the process of getting to know the child and family well to identify needs and create with the family a safety net to avoid placing the child in out of home care. Services are home or community based, incorporate the multiple systems in the child's life such as CPS, Probation, Mental Health, and include a Therapist, Case Manager, and Parent Partner and other significant support people as identified by the family.</p> <p>Implemented-Ongoing</p>
Network Meetings	<p>Network Meetings occur in a variety of contexts, including Linkages, FAST, FIT and other interagency collaborative with community partners.</p> <p>Implemented- Ongoing</p>
Peer Review	<p>Sutter County utilizes a peer review process that includes social workers, supervisors and management to assess and critically analyze cases at junctures in which important case decisions must be made. This approach is rooted in the philosophy of utilizing the collective knowledge of the agency to achieve positive outcomes for families.</p>

	Implemented – Ongoing
Signs of Safety (SoS)	<p>SoS is a strategy designed to provide skills, techniques and an overarching practice methodology for child welfare work. It offers techniques for creating constructive working partnerships between frontline child welfare practitioners, the families they work with and community resources. It also provides a common language and format (“safety mapping”) for enhanced critical thinking and judgment on the part of all involved with a family.</p> <p>Implemented – Ongoing.</p>
“Icebreaker” Meetings	<p>Icebreaker Meetings are a first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent. Other counties have implemented icebreaker meetings that have demonstrated that these meetings help the foster parent and parent to connect and work together in the best interest of the child.</p> <p>In Development</p>
Super Staffings	<p>Besides the weekly and monthly meetings already established (FAST/SuperFAST), Sutter County CPS has also utilized the Super Staff Meeting model practiced by our Probation partners. Super Staff Meetings or “Super Staffings” are quickly implemented meetings to discuss complex case challenges to ensure communication between multiple agencies. These meetings result in multi-systemic plans that target safety, permanency and well being as urgent/emergent issues arise and ultimately have improved our outcome measures.</p> <p>Implemented – Ongoing.</p>

Child Welfare

Sutter County Human Services, Welfare & Social Services Division has engaged in an ongoing effort to maximize resources and examine ways to improve outcomes throughout the Division, and the Child Protective Services branch. These efforts initiated during the past year are summarized below.

Advanced Training:

- Sutter County continues to focus efforts on ensuring that social workers complete Core competencies (including CORE I and CORE II) through training from The Northern California Training Academy, UC Davis, as well as receiving other advanced trainings to promote best practices.
- Sutter County is committed to ensuring that all child protective services staff received Signs of Safety Training during the past year. Training has been expanded now to include Linkages partners.
- Assessment of training needs for both new and seasoned social workers is ongoing and will continue to be emphasized during this SIP update period.

Systemic/Policy Changes:

- Sutter County is working collaboratively with the Juvenile Court and community partners to implement the changes outlined in AB12, which extends financial benefits and services, on a voluntary basis, to eligible dependents and wards aged 18 and over eventually to the age of 21, subject to state budget action. This creates a new classification of “non-minor dependents.”
- Several sections of the California Government Code Chapter 26.5 were amended under AB114 resulting in significant changes to how mental health services are delivered to students with disabilities. School districts are now solely responsible for services previously provided by or arranged for by county mental health agencies, which has impacted discussions and services to students concurrently involved with CPS or Probation.
- Sutter County is currently developing a strategy to deal with the statewide adoptions realignment. Sutter County plans to continue to contract with CDSS for adoption services, while researching the feasibility of performing this function at the county level.

New Services:

- Sutter County has begun the process of implementing the Signs of Safety protocol and is continuing to implement this service.
- Services to Non Minor Dependents (NMDs) have begun during this review period including case management and initiation of a number of new protocols and court procedures requiring department wide research and training.

Juvenile Probation

The recommendations made by the Probation Officers and Probation Officer Supervisors are listed below. These recommendations will be prioritized for integration in the County's System Improvement Plan.

Training:

- Training for Probation Officers, Probation Supervisors, and Probation/Mental Health/Substance Abuse/Intervention Staff in order to remain compliant with State/Federal guidelines.
- Training to clarify Court paperwork and Court procedures
There continues to be close ties and open communication between the Probation Department and the Court, to assure Court paperwork and Court procedures are clarified, as well as kept up to date
- Training for the G.R.E.A.T. Curriculum (noted below).
- Assessment of training needs for both new and seasoned officers – training on understanding how to work with youth who have parents that are absent, locate relatives who could provide support, locate other supportive adults, engage family members, obtain family finding tools/trainings/resources, youth who suffer from substance abuse issues, abandonment issues, Post Traumatic Stress Disorder, sexual abuse, sexual victimization, anger and gang involved families.
- Title IV-E training to remain compliant with state and federal regulations. Annual Standards and Training for Corrections (STC) training hours are also completed by the Probation Officers, which assist them in dealing with the above and current issues affecting youth/families. All staff are trained in Motivational Interviewing and will continue to receive training in this modality. Training will include Case Plan Updates, Motivational Interviewing Boosters, and PACT 2.0.

Sutter County Probation joined a consortium with 14 other Northern California Probation Departments to purchase and institute the Positive Achievement Change Tool (PACT) assessment tool from Assessment.com (ADC). The program has been implemented, however new staff will require training and annual licensing will continue to be obtained.

State Technical Assistance:

- Evaluate and explore the availability of State consultation to clarify issues regarding placement regulations including assistance with the implementation of AB 12 and AB212.
The Probation Department receives All County Letters (ACLs) to remain in compliance with the State regulations, and seeks clarification from the (CPOC) California Chief Probation Officers of California's, funding coordinator.

Services/Service Providers/Community Partners:

- Explore/collaborate for need for substance abuse treatment for youth in local area (See program description below)
- Explore issue of providing adequate mental health services for youth out of area – County to County mental health services agreement
- Explore Cognitive Behavioral Therapy (CBT), Children’s System of Care (CSOC), Functional Family Therapy (FFT), Family Intervention Team (FIT), Teaching Pro-social Skills (TPS), and Seeking Safety programs for the ability to coordinate better services (See program descriptions below)
- Explore Diversion Programs that would address first time misdemeanor petty theft and substance abuse referrals and the staff(s) training that would need to be obtained for these programs.
- Sutter County Probation is currently facilitating one-on-one and/or family sessions in the following programs:
 - **CBT** – Cognitive Behavioral Therapy is offered to adolescents referred through the probation department, who are in need of substance abuse counseling. CBT incorporates empirically-tested ideas and interventions developed for substance-dependent adolescents. The Probation Department devotes two staff on a full time basis to work with the identified youth.
 - **FFT** – Functional Family Therapy is a well documented family prevention and intervention program which has been applied successfully to a wide range of problem youth and their families in various contexts. FFT works with clients from ages 11- 18, at risk for and/or presenting with delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. FFT will work with all members in the family. FFT intervention techniques focus on family communication skills and effective parenting techniques, and have developed specific approaches to multi-problem families and youth who experience low motivation, high negativity, and little initial hope for change.

FFT interventionists maintain contact with all persons or agencies with a vested interest in the youth undergoing treatment such as schools, probation, mental health, clergy, social services, child protective services, etc. Currently, the Probation Department has one staff member devoted to FFT on a full time basis.

- **“FIT”** – Although the Family Intervention Team Program is no longer a working program, there remains a response to the increasing number of juveniles in out of home placements, who were both involved in the Sutter County Juvenile Justice and Child protective Service systems. The Probation Department continues to work closely with Children’s Systems of Care (CSOC) on mutual cases, but they are no longer considered FIT cases. While the philosophical approach created through FIT has remained, the Court no longer orders FIT contracts. Department Heads continue to meet with the Family Intervention Team Policy Group on a weekly basis to assure that all agencies work cooperatively.

- **TPS** – Teaching Pro-Social Skills is a multimodal psycho-educational intervention designed to alter the behavior of chronically aggressive adolescents and young children. The goal of TPS is to improve social skill competence, anger control, and moral reasoning. The program relies on repetitive learning techniques to teach participants to control impulsiveness and anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking. The program consists of a 10-week, 30-hour intervention administered to groups of 8-12 juveniles.
- **Seeking Safety** (as of 2/09): Seeking Safety is provided to juvenile females who are experiencing self-destructive behaviors, as a result of multiple abuse factors experienced. In common, these youth are suffering from Post Traumatic Stress Disorder (PTSD) and are displaying their self-destructive behaviors by abusing illegal substances and/or participating in unhealthy and high risk relationships. The goal of the Seeking Safety Program is to provide participants tools to assist them in establishing safety and diminish their at-risk behaviors.
- **WRAP** - Wraparound services, authorized in California by AB 163, support high-needs children and their families. These children would otherwise be placed in residential treatment, often outside of our community. The wraparound process provides individualized, comprehensive, community-based services and supports to children and adolescents with serious emotional and/or behavioral disturbances so they can be reunited and/or remain with their families and community. Wraparound is based on a model of service that develops plans focusing on the individual strengths and needs of members of the family. Plans center on the family, and are built upon the child's and family's unique strengths.

G.R.E.A.T. Grant:

On July 9, 2010, Sutter County Probation was awarded the Gang Resistance Education and Training Program (G.R.E.A.T.) grant from The Bureau of Justice Assistance (JBA).

- The program's primary objective is prevention and is intended as an immunization against delinquency, youth violence, and gang membership. "G.R.E.A.T. lesson's focus on providing life skills to students to help them avoid engaging in delinquent behavior and violence to solve problems." Criminal justice professionals with powers of arrest are eligible to teach G.R.E.A.T. Grant funds may be used to support one or more of the following G.R.E.A.T. curricula, components, and activities: 13-week middle school curriculum (a core, mandatory component); 6-week elementary (4th and 5th grades) curriculum; 6-lesson family component; or summer component.
- In order to provide the curriculum to a wide variety of students, grant funds were used to train officers from the Sutter County Probation, the Yuba City Police Department and criminal investigators from the Sutter County District Attorney's Office. A grant modification was sought from DOJ/OJP to assure that sufficient grant funds will be available to cover training costs and any overtime resulting from the program.

- This program will continue in the schools, although the grant monies have been depleted.

Systemic/Policy Changes:

- Recruitment of staff who speak other languages such as Spanish and Punjabi
The Probation Department hired 2 Spanish and 1 Punjabi speaking Probation Officers-
- Explore use of mediation to mitigate need for placement or identify suitable placement alternatives early on

Besides the weekly and monthly meetings already established (FAST/SuperFAST), Sutter County Probation began “Super Staffing Meetings,” which includes family and those agencies already involved with the family. Additional agencies are invited when their insight or services are considered helpful or pertinent to the case. The Probation Department is also utilizing the WRAP Program, when appropriate.

- **ADC:** “Assessments.com is one of the nation’s leading providers of software and other services to help state and county probation agencies more effectively and efficiently manage their day-to-day activities. Juvenile justice departments in states like Washington, Florida, Wyoming and Montana, and counties like Los Angeles, San Diego and many others find the features and benefits of Assessments.com juvenile justice software to be the ideal solution for their intake, risk and needs assessment, case management and reporting requirements.” The PACT assessment has been fully assessed through a consortium contract with ADC.
- **DATAMART:** The ADAPT DataMart (Assessments Data Analytics Platform & Technology) is a tool for easily accessing and using the full wealth of individual and aggregate information contained in Probation’s assessments and case plans.
- **ADC provides-**

Validated Assessments	Automated Case Planning
Intake Forms	Customized Reporting
Digitize Your Paper Forms	Simplify Workloads
Provider and Vendor Accountability	Motivational Interviewing Training
Integrate with Existing Systems	Implementation Consulting
Evidence-Based Practices (EBP)	

Year One Changes and Outcomes:

During Year One, Sutter County Probation was using Assessments.com as the tool to assess the minor’s risk to re-offend and to determine the minor’s “criminogenic needs.” This evidence based tool has allowed Probation to increase each minor’s protective factors and minimize their

individual risk factors. This reduces recidivism rates and assists minors with successfully returning to the community. In Year Two and Year Three Probation intends to utilize DataMart, in order to obtain an accurate account of the interventions that were provided during this time period. Furthermore, the data obtained will guide Probation to ensure that the appropriate services are meeting our clients' needs.

In Year One, there were no psychological assessments completed on any of the minors presently in a placement; however, there were a couple of assessments completed to determine if placement was an appropriate disposition.

In August 2011, Probation began to integrate CWS/CMS to better track minors within the Probation/CPS system. In the beginning Probation did not obtain sufficient training in order to utilize the program appropriately. On April 20, 2011, a representative from the UC Davis Training Center held a training in Yuba County and answered several questions. In May 2011, the representative came to Sutter County Probation and provided one-on-one training with the Placement Officer. Since then, the probation placement cases have been entered correctly. It is estimated that all back log will be completed by December 2012.

Family Findings has not been implemented as quickly as Probation initially hoped. Although Probation is always attempting to locate family members to be involved, we have not yet implemented the appropriate forms. It is Probation's intention to fully implement Family Findings by December 2012. This could prevent minors from being placed in a group home or foster care if there is a family member willing to take the minor in or be a source of support for the minor. Family Findings could also help find family members who are willing to be a part of the minor's life once the minor is returned to the community.

During Year One AB12 became an important part of helping children become self-sufficient as they transition into adulthood; therefore, Probation believed it was appropriate to add the implementation of AB12 as a new Strategy in the Update. On July 1, 2012, Sutter County Probation Department's first "AB12 Youth" was successfully terminated from probation and became a non-minor dependent pursuant to 450 of the Welfare and Institutions Code. With the assistance of Probation, the minor obtained his own apartment (paid for by AB12 funding), enrolled in community college full time and obtained a part-time job. Probation assisted the minor with filling out applications for grants and scholarships and the minor is scheduled to receive \$12,000.00 this school year for college. The implementation of AB12 has been smooth and successful.

YEAR ONE FUNDING:

Sutter County Probation allocated \$3,832.72 to purchase eight (8) software licenses for Juvenile officers to have access to Assessments.Com.

Sutter County Probation allocated \$2,500.00 to have two psychological assessments and reports completed by a psychiatrist whose expertise is in Juvenile Sexual Deviance. These assessments were critical in order to determine if out of home placement was an appropriate disposition for

the two minors, and to also assure that each out of home placement could service each of the minors' issues.

A total of \$6,332.72 was spent by the Sutter County Probation Department.

II. SIP PLAN COMPONENTS MATRIX

Outcome/Systemic Factor:					
C 1.3 Reunification Within 12 Months - Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?					
County's Current Performance: Sutter County is currently performing at 44.4% on this Measure, which is below the Standard (48.4%).					
Improvement Goal: By June 2014, Sutter County will demonstrate consistent performance at or above the existing Federal Standard of 48.4%.					
Strategy 1 Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model		<input type="checkbox"/>	CAPIT	Strategy Rationale According to Dawson & Barry (2002) ¹ , research demonstrates that Family Engagement Models facilitate a collaborative process between families and social workers. One such family engagement tool, the Signs of Safety model enables families and social workers to collect information about existing family safety strategies, family competencies, and goals.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	1.1 Expand SoS training to a wider array of social workers within the Department, beyond the SoS Core Implementation Team. UPDATE: 100% of case carrying CPS social workers have now been trained on the SoS model and are implementing this practice.	Timeframe		Assigned to	
	1.2 Utilize the existing inter-county collaborative to support implementation of SoS.	Year 1 By June 2012 COMPLETED	Year 2	Year 3	CPS Ongoing Social Worker Supervisor
		Year 1	Year 2	Year 3	CPS Program Manager

<http://human-services.wednet.edu/Assets/pdfs/ISAI-21-re-2016-revised-2016-anticipation-2017-final.pdf>

<p>UPDATE: This collaborative includes Sutter, Yuba, Butte, along with consultants through UC Davis Northern Regional Training Academy. We continue to share training and participate in activities to deepen the practice of this model.</p>		By June 2013	All CPS Social Worker Supervisors CPS SoS Core Implementation Team								
<p>1.3 Create a Policy and Procedures for implementation of SoS.</p> <p>UPDATE: This goal has been updated from Create a Policy to Create an Agency Wide Protocol for implementation of SoS. As of this review period, such a protocol has been implemented and has resulted in a sharp increase in the number of safety planning meetings occurring with families, and every case carrying social worker now has been trained in Signs of Safety.</p>		<table><tr><th>Year 1</th><th>Year 2</th><th>Year 3</th></tr><tr><td>Completed January 2012</td><td></td><td></td></tr></table>	Year 1	Year 2	Year 3	Completed January 2012			CPS Program Manager		
Year 1	Year 2	Year 3									
Completed January 2012											
<p>1.4 Develop a monitoring tool to report implementation progress to CPS Program Manager</p> <p>UPDATE: A formal evaluation tool will be developed as necessary. Presently, implementation is wide spread and includes the Program Manager's direct observation and participation in implementation and SoS activities with families so a pen and paper monitoring tool may not prove to be necessary. This has yet to be determined and will be evaluated over the course of the next year. As such this goal may be modified at the next SIP Update depending on the progress made at that time.</p>	<table><tr><th>Year 1</th><th>Year 2</th><th>Year 3</th></tr><tr><td></td><td></td><td>By June 2015</td></tr></table>	Year 1	Year 2	Year 3			By June 2015	All CPS Social Worker Supervisors CPS SoS Core Implementation Team			
Year 1	Year 2	Year 3									
		By June 2015									
<p>Strategy 2</p> <p>Implement "icebreaker meetings" (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.</p>	<table><tr><td><input type="checkbox"/></td><td>CAPIT</td></tr><tr><td><input type="checkbox"/></td><td>CBCAP</td></tr><tr><td><input type="checkbox"/></td><td>PSSF</td></tr><tr><td>X</td><td>N/A</td></tr></table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	X	N/A	<p>Strategy Rationale</p> <p>Other counties have implemented icebreaker meetings that have demonstrated that these meetings help the foster parent and parent to connect and work together in the best interest of the child.</p>	
<input type="checkbox"/>	CAPIT										
<input type="checkbox"/>	CBCAP										
<input type="checkbox"/>	PSSF										
X	N/A										

Milestone	Timeframe		
	Assigned to		
<p>2.1 Explore how other counties have implemented "icebreaker" meetings</p> <p>UPDATE: The "icebreaker meeting" concept and protocol was researched by using information from Annie E. Casey Foundation (www.aecf.org). The model (or similar concept) of the "icebreaker meeting" is used in Butte, Sonoma, Fresno and Orange counties. These counties have been contacted to share information which is being reviewed as part of our implementation activities.</p>	<p>Year 1 Year 2 Year 3 By June 2013 COMPLETED</p>	Social Worker IV/SIP Project Manager	
<p>2.2 Develop Policy and Procedures to implement "icebreaker" meetings, including policy and training.</p> <p>This has not begun during this review period.</p>	<p>Year 1 Year 2 Year 3 By June 2014</p>	CPS Program Manager	
<p>2.3 Implement "icebreaker meetings."</p> <p>Implementation has not begun during this review period. As with the roll out of Signs of Safety, implementation will be monitored through direct observation by the supervisory and management team. The relative small size of Sutter County CPS allows for close 'hands-on' monitoring and follow through.</p>	<p>Year 1 Year 2 Year 3 By June 2015</p>	CPS Social Workers	
<p>2.4 CPS Supervisors will be trained to encourage and monitor usage of icebreaker protocol</p>	<p>Year 1 Year 2 Year 3 By June 2015</p>	All CPS Social Worker Supervisors	

Strategy 3		CAPIT			Strategy Rationale	
Explore development of expanded community support services targeted for family reunification.		CBCAP			During the County Self-Assessment, the community identified a lack of variety and service availability as barriers to reunification.	
		PSSF				
		x N/A				
		Year 1 By June 2013	Year 2	Year 3		
3.1 Attend trainings to expand knowledge of the function and principles of Family Resource Centers.		Year 1 By June 2013	Year 2	Year 3	CPS Program Manager Peer Empowerment Provider	
3.2 Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region.		Year 1 By June 2013	Year 2	Year 3	Peer Empowerment Provider	
This exploration has begun during this review period and is part of ongoing quality improvement efforts as new providers and support opportunities emerge in the community. Formal support networks to have been identified include The Salvation Army, Harmony Health, Ampla Health, Family Soup, Friday Night Live, and Grace Source Family Resource Center in a neighboring county.						
3.3 Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process.		Year 1	Year 2 By June 2014	Year 3	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)	
UPDATE: With the introduction of Signs of Safety, social workers have begun integrating information about natural support systems into weekly Peer Case Review presentations. Supervisors and lead workers have begun inquiring more consistently about families' natural support systems such as extended families, faith based organizations, etc. in addition to formal supports such as mental health services.						
Milestone						

<p>3.4 Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers.</p> <p>UPDATE: This exploration has informally begun as families educate us about what prevents them from accessing natural supports in the community. This process will be ongoing as parents, parents' attorneys, CPS, and the court continue to develop an expectation that families not rely exclusively on "the system" but rather seek natural and lasting supports in the community. Barriers include transportation, and unwillingness on the part of families to share their family issues with others who can help.</p>	<p>Year 1 Year 2 <u>Year 3</u> By June 2015</p>	<p>Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)</p>
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Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Sutter County will be creating a Policy and Procedure for implementation of Signs of Safety.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

Sutter County will require additional Signs of Safety training for social workers and send staff to regional CAPC sponsored training regarding FRC's.

<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Sutter County maintains collaborative relationships with the UC Davis Northern California Training Academy, the counties that comprise the inter-county SoS collaborative (currently Yuba and Butte).</p>	<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goal.</p> <p>None.</p>
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Outcome/Systemic Factor:

CL1.4 Reentry following Reunification - Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

County's Current Performance: Sutter County is currently performing 16.1% on this Measure, which is above the Standard (9.9%). It should be noted that this is a Standard in which lower numbers signify improved performance; therefore, Sutter County is currently out of compliance with this Measure.

Improvement Goal: By June 2014, Sutter County will demonstrate consistent performance at or below the existing Federal Standard of 9.9%.

Strategy 1	CAPIT			Strategy Rationale
Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model.	<input type="checkbox"/>	CBCAP	According to Dawson & Barry (2002) ² achieving timely reunification for foster children is assisted through the implementation of family engagement strategies. The Signs of Safety Model enables families and social workers to collect information about existing family safety strategies, family competencies, and goals.	
	<input type="checkbox"/>	PSSF		
	<input type="checkbox"/>			
	X	N/A		
Milestone	Timeframe		Assigned to	
	Ongoing Unit Supervisor (SoS Lead)			
1.1 Expand SoS training beyond the Core SoS Implementation Team. UPDATE: 100% of case carrying social workers received the training as of January 2012.	Year 1 By June 2012	Year 2	Year 3	
1.2 Utilize the existing inter-county collaborative to support implementation of SoS.	Year 1	Year 2	Year 3	
	By June 2013			
	</			

UPDATE: Participation in the collaborate, as described above, continues throughout this review period and is expected to continue through the next year.				Implementation Team	
1.3 Create a Policy and Procedures for implementation of SoS.		Year 1 Year 2 Year 3 By June 2015		CPS Program Manager	
UPDATE: This has not begun due to the evolving nature of the model. Expected completion by June 2015.					
1.4 Develop a monitoring tool to report implementation progress to the CPS Program Manager		Year 1	Year 2	Year 3 By June 2015	All CPS Social Worker Supervisors CPS SoS Core Implementation Team
UPDATE: Currently monitored through direct observation by the supervisory and management team. As described previously, the relative small size of Sutter County CPS allows for close 'hands-on' monitoring and follow through so this goal may be reexamined in the next review period.					
Strategy 2					
Implement "icebreaker meetings" (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.		<input type="checkbox"/>	CAPIT	Strategy Rationale Other counties have implemented icebreaker meetings that have demonstrated that these meetings help the foster parent and parent to connect and work together in the best interest of the child.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		X	N/A		
Milestone	2.1 Explore how other counties have implemented "icebreaker" meetings UPDATE: The "icebreaker meeting" concept and protocol was researched by using information from Annie E. Casey Foundation	Timeframe		Assigned to	
		Year 1 Year 2 Year 3 By June 2013 COMPLETED		Social Worker IV/SIP Project Manager	

	(www.aecf.org). The model (or similar concept) of the "icebreaker meeting" is used in Butte, Sonoma, Fresno and Orange counties. This research was conducted from November 2011 to May 2012.			
	2.2 Develop Policy and Procedures to implement "icebreaker" meetings, including policy and training. UPDATE: This has not yet begun but will be completed by June 2014.	Year 1 By June 2014	Year 2 Year 3	CPS Program Manager
	2.3 Implement "icebreaker meetings. UPDATE: This has not yet begun but will be completed by June 2015.	Year 1 Year 2	Year 3 By June 2015	CPS Social Workers
	2.4 CPS Supervisors will be trained to encourage and monitor usage of icebreaker protocol UPDATE: This has not yet begun but will be completed by June 2015.	Year 1 Year 2	Year 3 By June 2015	All CPS Social Worker Supervisors

Strategy 3	CAPIT			Strategy Rationale	
Explore development of expanded community support services targets for family reunification.		CBCAP		During the County Self-Assessment, the community identified a lack of variety and service availability as barriers to reunification.	
		PSSF			
	x	N/A			
Milestone 3.1 Attend trainings to expand knowledge of the function and principles of Family Resource Centers. UPDATE: No such trainings have yet been offered during this review period. The plan remains to complete the trainings by June of next year. 3.2 Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region. UPDATE: This has not yet begun but will be completed by June 2013. 3.3 Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process. UPDATE: Not yet begun. To be completed by June 2014. 3.4 Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers. UPDATE: Barriers are informally being explored and discussed now. Formal exploration to continue and be completed by June 2015.	Timeframe			Assigned to	
	Year 1	Year 2	Year 3	CPS Program Manager and Peer Empowerment Provider	
	By June 2013				
	Year 1	Year 2	Year 3	CPS Program Manager and Peer Empowerment Provider	
	By June 2013				
Year 1	Year 2	Year 3	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)		
By June 2014					
Year 1	Year 2	Year 3+	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)		
By June 2015					
Describe any additional systemic factors needing to be addressed that support the improvement plan goals.					
Sutter County will be creating a Policy and Procedure for implementation of Signs of Safety and "Icebreakers" meetings.					

<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Sutter County will require additional Signs of Safety training for social workers and send staff to regional CAPC sponsored training regarding FRC's.</p>
<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Sutter County maintains collaborative relationships with the UC Davis Northern California Training Academy, the counties that comprise the intercounty SoS collaborative (Yuba and Butte).</p>
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goal.</p> <p>Not applicable.</p>

Outcome/Systemic Factor:

C3.1 Exits to permanency (24 months in care) – Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

County's Current Performance: Sutter County is currently performing at 25% on this Measure, which is below the Standard (29.1%).

Improvement Goal: The overall goal is to develop an improved methodology for evaluating performance in this area that will enable Sutter County to better monitor the achievement of permanency for youth that have been in foster care for an extended period.

Strategy 1 Improve evaluation of time to permanency for children in foster care for 24 months or longer.	<input type="checkbox"/>	CAPIT	Strategy Rationale Measure C3.1 is not structured in such a manner that it is possible to measure improvement over time, so Sutter County will make efforts to collect and analyze data regarding Exits to Permanency in such a manner that historical improvement can be assessed.	
	<input type="checkbox"/>	CBCAP		
	<input type="checkbox"/>	PSSF		
	x	N/A		
Milestone 1.1 Develop a measure to assess Sutter County's performance with achieving permanence for children that enter foster care over time. UPDATE: This is in the planning stages only as of this reporting period. 1.2 Develop a data collection process and procedures. UPDATE: This has not yet begun during this review period. 1.3 Evaluate data and analyze trends. UPDATE: This has not yet begun during this review period.	Timeframe		Assigned to	
	Year 1	Year 2		Year 3
	By June 2013			
	Year 1	Year 2		Year 3
	By June 2015			
	Year 1	Year 2		Year 3
By June 2015			Permanency Data Workgroup, SWIV Data Team Lead	
Permanency Data Workgroup				
Permanency Data Workgroup				

Strategy 2		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF X N/A		Strategy Rationale	
Focus efforts on permanence for children that are in care for more than 18 months, but less than 3 years.		Early identification of foster youth that are approaching 24 months in foster care will enable Sutter County to comply with the Federal Standard by implementing protocols that promote permanency.			
Milestone	2.1 Develop a system to track foster youth that are approaching two years in foster care. UPDATE: This has begun in the planning stages only this review period.	Year 1	Year 2	Year 3	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
	2.2 Present the plan to CPS management.	Year 1	Year 2	Year 3	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
	2.3 Conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports.	Year 1	Year 2	Year 3+	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
Strategy 3		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF X N/A		Strategy Rationale	
Focus efforts on permanence for children that are in care for more than 3 years.		Identification of foster youth that have been in foster care for more than 3 years will enable Sutter County to focus efforts that promote permanency for those children.			
Milestone	3.1 Utilize SafeMeasures to track foster youth that have been in care for more than 3 years. UPDATE: This is currently occurring. We believe the mere act of monitoring has influenced decisions that contribute to more timely exits to permanency.	Year 1	Year 2	Year 3	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
		By June 2012			

<p>3.2 Conduct ongoing monitoring and evaluation through periodic reviews and quarterly reports.</p> <p>UPDATE: Sutter County has monitored progress on this goal through SafeMeasures and is currently meeting monthly with State Adoptions and has shown improved outcomes for targeted youth as a result. Quarterly reports to be developed by June 2013.</p>	Year 1	<u>Year 2</u>	Year 3	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</p> <p>Sutter County will be developing data collection and evaluation processes that augment existing data sources such as UC Berkeley CWS/CMS Dynamic Report System, SafeMeasures, and Business Objects.</p>				
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</p> <p>Training on concurrent planning and advanced analytics.</p>				
<p>Identify roles of the other partners in achieving the improvement goals.</p> <p>Sutter County will continue to work closely with State Adoptions to work on solutions.</p>				
<p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</p> <p>None.</p>				

PROBATION OUTCOME:

Outcome/Systemic Factor:

8A Children Transitioning to Self-Sufficient Adulthood

County's Current Performance: N/A (Not measured)

Improvement Goal: Improve outcomes for youth transitioning from group homes and other residential commitment programs to their homes.

Strategy 1					Strategy Rationale
To improve our outcome measurement practices to reduce recidivism rates and improve other outcomes for children transitioning from group homes and other residential commitment programs to their homes.		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSP	
		X	N/A		The PQCR, CSA and SIP processes have identified qualitative issues for probation youth related to improving outcomes for children transitioning into self-sufficient adulthood. Quantifying performance through improved outcome measurement is the next critical step in improving long-term outcomes for these children.
Milestone		Timeframe			Assigned to
1.1. Further efforts to implement Evidence Based Practices by utilizing Assessments.com software and adding in the "DataMart" package for outcome measurement which is described under "Juvenile Probation."		Year 1 July 2011	Year 2	Year 3	Probation Supervisor
1.2 Utilize specialized psychological assessment and testing measures for those minors in transition that require more highly specialized treatment needs. These minor's include those who are in sex offender treatment programs and those who suffer from mental health disorders. The assessments have allowed Probation and the Court to determine appropriate placements and treatment for such minors and has		Year 1 July 2011	Year 2	Year 3	Probation Supervisor

successfully aided in the rehabilitation of minors.					
1.3 Integrate the use of CWS/CMS for outcome measures.		<input type="text" value="Year 1"/> <input type="text" value="Year 2"/> <input type="text" value="Year 3"/> January 2012		Probation Supervisor	
1.4 Integrate Family Findings for those minors who are in need of guardians, besides biological parent(s)		<input type="text" value="Year 1"/> <input type="text" value="Year 2"/> <input type="text" value="Year 3"/> December 2012		Probation Supervisor	
Strategy 2 To provide ongoing services to children who are transitioning into adulthood and who are transitioning from group homes and other residential commitment programs to living independently.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSP <input checked="" type="checkbox"/> N/A		Strategy Rationale State research has shown that children in transition to adulthood need permanence and stability to improve their outcomes.	
Milestone	2.1. Implement AB12 for eligible youth.	<input type="text" value="Year 1"/> <input type="text" value="Year 2"/> <input type="text" value="Year 3"/> January 2012		Assigned to	Probation Supervisor
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. None identified. There may be CWS/CMS implementation issues that ensue in coordination with the implementation of AB12 and AB212, including ongoing training of staff tasked with inputting CWS/CMS entries.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. There is an anticipated need for initial and ongoing trainings for staff surrounding the use of Evidence Based Practices, Motivational Interviewing, AB12, Assessments.com, Out of Home Placement, Family Findings, Cognitive Behavioral Training (CBT) and CWS/CMS.					

Identify roles of the other partners in achieving the improvement goals.

Increase communication and collaboration with Child Protective Services during the implementation of CWS/CMS and AB12. Also, increase our training and collaboration with Assessments.com to fully integrate the use of "DataMart" measures into our goal of improved outcomes for minors transitioning into self-sufficient adulthood. This will also require coordination with the Northern California Probation Consortium (NCPIC) Coordinator, who is primarily responsible for administering the data reports.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None.

CAPIT/CBCAP/PSSF and CWSOIP

The Sutter County Human Services Department - Welfare and Social Services Division, has provided a detailed update per the Annual Report submitted to Office of Child Abuse Prevention on September 30, 2011, amended January 24, 2012 and approved on March 21, 2012.

In summary, OCAP funds are being expended on community programs that support SIP goals. CAPIT funds totaling \$75,883 are being spent to target the community needs for Counseling and Therapy, including domestic violence counseling and psycho-educational counseling to families, individuals and children with special needs.

CBCAP funds totaling \$14,039 currently support the provision of services that provide family support and respite care to children with disabilities and counseling to parents with special needs children.

PSSF funds totaling \$ 82,237 are contracted out to community based organizations for the provision of services to support family preservation, family support and time-limited reunification targeting reunification measures (C1) and placement stability measures (C4). Although efforts to elicit proposals from the community to provide Adoption Promotion and Support Services have proven unsuccessful, Sutter County is working with our OCAP consultant on plans to implement program improvements through the Social Services branch to include Adoption Promotion and Support Services beginning in the 6/4/12-6/3/13 SIP Update Plan year.

CWSOIP funds totaling \$60,827 have been used to support the implementation of Signs of Safety across all programs, Emergency Response, Family Reunification, Family Maintenance, and Permanent Placement. Funds provide training, technical assistance, materials, expansion of the model so it is used and understood by community partners, and continuing education to ensure the effective practice of the model. The funds are further used for activities to support timely adoptions and appear to have been effective in improving the measure C3.1 and others.

Revised: 080812